Factors Affecting Project Governance Of Arusha Archdiocesan Food Security And Livelihood Project In Monduli District Tanzania.

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Abstract: This research project dealt with the factors affecting governance of Food security and livelihood projects a case study of the Food security and livelihood project that was implemented by AAIDRO in Monduli district and included 60 respondents all together. The specific objectives of this study intended to: access the Leadership styles that are being used in project governance. The findings of the study indicated that 91.7% of the respondents were in favor of their leaders project governance styles, it was portrayed that participative leadership style was being used by the leaders for project governance. Based on a sample of 60 project members, this study had confirmed that a project leader's leadership roles like mentor, facilitator, innovator and coordinator are important in influencing project governance effectiveness which includes team mission, goal achievement, and empowerment, open and honest communication

Index Terms: Food security, Livelihood, Project, Project Management, project governance

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1 INTRODUCTION

The Livelihood food Security project was implemented in Monduli District in Arusha region of Northern Tanzania. Monduli District covers an area of 14,036 square kilometers and has a population of 516,814 spreads in 37 villages. Both Pastoralist and agro-pastoralist communities inhabit Monduli District. Monduli Food Security project aimed at improving community and household livelihoods assets, food security and income. The project also aims at reaching 300 households in the four villages constituting of 300 direct beneficiaries (of whom 30% are males and 70% are women) and 10,998 indirect beneficiaries within the project area. The project was implemented in four villages in Monduli District which are Alkaria, Lepurko, Lesimingori and Ngarash with a total population of 12,542 (5680 males and 6862 females), There is a lot of hunger in these areas yet a lot of land is left for grazing livestock only. These areas also receive some rain that could favor cultivation of crops. The overall goal of the project is to achieve sustainable livelihoods through improvement of community and households' livelihood assets, food security and increased household incomes among Pastoralist and Agro Pastoralist communities in Monduli district of Tanzania. The key activities of the project were: Training farmers on proper plant spacing and population, Training farmers on pre and post harvest management, train 10 Paravets on animal husbandry and Livestock Diseases identification and treatment, training farmers on poultry management and breeding, construction of three Storage facilities for farmers, construction of 3 crop storage facilities, link 20 farmers to others by attending the Agriculture exhibition show in Arusha, more training on existing 20 VICOBA groups on business and entrepreneurship skills, refresher training on management and group dynamic, training farmers in Lobbying and advocacy skills and Monitoring field visits and internal evaluations integrated with other field visits.

Three pillars of project governance

The decision making framework is supported by three pillars:

Structure: This refers to the governance committee structure. As well as there being a Project Board or Project Steering Committee, the broader governance environment may include various stakeholder groups and perhaps user groups.

Additionally, there may be a Programme Board, governing a group of related projects of which this is one, and possibly some form of portfolio decision making group. The decision rights of all these committees and how they relate must be laid down in policy and procedural documentation. In this way, the project's governance can be integrated within the wider governance arena.

People: The effectiveness of the committee structure is dependent upon the people that populate the various governance committees. Committee membership is determined by the nature of the project - other factors come into play when determining membership of programme and portfolio boards - which in turn determine which organizational roles, should be represented on the committee. Information: This concerns the information that informs decision makers and consists of regular reports on the project, issues and risks that have been escalated by the Project Manager and certain key documents that describe the project, foremost of which is the business case.

2 LITERATURE

2.1 Review

Project Managers manage projects and people. This role requires management and leadership skills where the emphasize lies on managing the project data and leading the project team members. Leaders often establish direction for the future, communicate through vision, and forge aligned high-performance teams The Project manager's "leadership function" is specifically used to communicate the project vision leaders can adapt to different styles but need to make sure to stay their true self. Kippenberger, (2008) states "how we lead is a reflection of our own character, personally and experience." Leaders need to understand who they are in order to be able to adapt to different leadership styles. Projects with their unpredictable nature require leaders that are able to adapt to different leadership styles. Project management is a team-based approach. Hence the project scope and project plan cannot be defined and developed in isolation. Although leadership styles like the autocratic or laissez faire leadership behaviour can be observed in some organization they are not well suited for leading projects and project team members.

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Autocratic leaders would come up with a plan for the team without consulting the team members. Leaders with a laissez faire leadership style would let the team figure out how to respond to the challenges of a project without providing any guidelines. Democratic leaders go through an elaborate decision finding process that involves several stakeholders of different organizational background and levels. As a result democratic leadership behaviour often leads to extreme delays in large projects, because all team members get involved in every decision process of a project. The more people are part of a project team the longer it takes until a decision is made. Charismatic leadership works often well at the beginning of a project when it is important to get support from the overall organization. Charismatic leaders are driven by their belief that their vision is correct. Hence Charismatic leadership works as long as the leader's vision is aligned with the project and organizational goals. Participative, situational, transactional and transformational leadership styles seem to work most effective when managing projects and leading people. Participative leaders typically seek other people views and opinions in order to form their own opinion about a situation and then make their decision. Project sponsors, for example, often make their decision after listening to multiple people in the organization. Blanchard, (2000) describes the situational leadership model which includes four different leadership behaviors that are dependent on the maturity and knowledge of the employee. These are telling, coaching, supporting, and delegating. Project teams include members of different backgrounds and experiences requiring different management styles. Situational leadership seems to fit the changing nature of a project very well. Burns (2007) differentiates between transactional and transformational leadership behaviors as Transactional leaders communicate clear goals to their subordinates. This leadership style relies on organizational structures and processes to help resolve problems. Well organized projects have a structure in place that allows the project teams to solve problems. Transactional leadership works well for some aspects of a project such as e.g. managing changes through a change management committee. Transformational leadership style empowers people to do their work. Transformational leaders facilitate the process of people to learn and to seek change and improvement. In general this leadership style is most applicable for organizations that manage projects through self-managed teams.

3 METHODOLOGY

3.1 INTRODUCTION
In this chapter, the researcher discussed the methodology that was used to attain the objectives of the research. The researcher also described the types of data used, the respondents, sampling techniques and instruments used. The chapter also explained how the research design was implemented. The section was organized under the following categories, area of study, sampling methods and procedures, sources of data and collection methods and data processing and analysis. In this chapter, the researcher discussed how information and data for the study was gathered. The researcher also described the types of data used, the respondents, sampling techniques and instruments that were used. The chapter also explained the research design and implementation.

3.2 RESEARCH DESIGN
This study, applied a cross-sectional research design to investigate the factors affecting governance of the Food security and livelihood project in Monduli district. Qualitative research design was used in the study in which data was collected at one point in time from the selected sample of households. The proposed study was a cross- sectional in nature because it aimed at evaluating what is happening and assesses the situation of present facts in the study area for the short period of time. According to Saunders *et al* (2007) cross-sectional research design is study of a particular phenomenon at a particular time which is most undertaken for academic courses with necessarily time constrained. Kumar (2005) points out that cross-sectional design is best suited for studies aimed to finding out the prevalence of a phenomenon and obtaining the overall picture of the study as it stands at the time of the study. This design is said to be the most appropriate when time of research is limited as in the case of this study.

3.3 TARGET POPULATION
The research project targeted the households which benefited from this project. This project all together had 300 household beneficiaries in all the selected villages when combined together. But this time focus was put on Monduli villages targeting 60 respondents who benefited from this project.

3.4 SAMPLE AND SAMPLING TECHNIQUES

3.4.1 Sample
Best and Kahn (2006) argue that a sample is a small proportion of a population selected for observation and analysis, the characteristics of which can enable the researcher to make certain inferences about the population from which the sample is drawn. They maintain that there is no sample size that is best; any sample can be acceptable depending on the nature of the study. However, a good sample should be that which reflects an actual profile of population from which it is drawn. The sample of this study was drawn from the project beneficiaries who benefited from this project within the Villages of Lesimingori, Alkaria, Ngarash and Lepruko from monduli district. Respondents were selected using purposive and simple random technique and for possible access and manageability, the sample comprised 60 respondents of whom there were 20 project leaders.

3.3.2 Sampling techniques
According to Saunders *et al* (2000) sampling techniques provide a range of methods that enable the researcher to reduce the amount of data needed to be collected by considering only data from a sub-group rather than all possible cases. Sampling is the process of selecting or drawing a sample of individuals from the total population to be studied. Sample size is that part of the universe population which is selected for the purpose of investigating and making generalization about the population characteristics (Kothari, 2003). This study employed purposive sampling to obtain the accessible information of the study from the study area. Purposive sampling in this study will only target the 60 households who were the beneficiaries of this project. Purposive sampling is chosen in this study because it will help the researcher to obtain essential and real information from

the households which will be more significant for the study investigation.

3.4 DATA COLLECTION METHODS
The Study employed a variety of techniques for data collection. According to Cohen, et al (2000), the choice of research methods depends on the purpose of the research questions under investigation. During the study, questionnaires and observation were used to collect data from respondents.

a) Primary data method
Since the study needs to assess the challenges projects face, to obtain current information from the respondents, the study applied questionnaires, and observation in the study area for collection of primary data. In this study, the researcher used respondents' interviews whereby the respondents responded to the research questions and answers recorded.

3.4.1 Questionnaires
Questionnaires with open ended and closed ended questions were administered to the respondents in the four villages. Each questionnaire was assigned to respondents and identification number to monitor the response, return rates and follow – ups. The advantage of self administered questionnaires is that they encourage openness in answering questions and minimizes interview biases and subjectivity (Kothari, 1985). Questionnaires aimed at obtaining the views of the respondents on the leadership styles used, to know whether the project leaders understand their roles and responsibility and lastly factors affecting project ownership and sponsorship of this project.

3.4.2 Observation
This is a tool that provides information about actual behaviour and environment and this method allowed a researcher to observe what was going on, taking notes on observed phenomena and try to understand the meaning of social environment. In this study the researcher visited the four villages. Physical observation has the advantage of supplementing the findings obtained through questions and interviews (specimen, 1997). In this study observation allowed the researcher to observe the current situation of the project in question.

b). SECONDARY DATA
According to Kombo and Tromp (2006) secondary data refers to gathering data that already has been collected by someone else and collection and analysis of published material and information from internal sources. In this study, secondary data will be obtained through various document sources of projects reports, Project Textbooks, Project reports, and other relevant data sources plus publications that provide information to support the study.

3.5 DATA ANALYSIS AND PRESENTATION.
Data analysis refers to the examining of what has been collected in survey and making deductions and inferences in it. It also involves the examining of the coded data critically and making inference in a systematic form (Kombo and Tromp, 2006). The data collected were analyzed by recording interviews and transcribing them to the texts. The collected information were read, categorized and coded. Then the information from questionnaires, and observation were compared and related with research questions and objectives. The SPSS 16 was used to translate data into frequency tables ready for interpretation and organization of the findings in the proper order and write a comprehensive report by adhering to the series of objectives for good coherence of the study.

4 RESULTS

4.1 INTRODUCTION
This chapter discussed the research findings, analysis and discussion based on the primary data gathered from the field through use of questionnaires as a tool of collecting data from the beneficiaries of this project in the four villages of Monduli district and other sources of secondary data. The discussion was based on the findings that aimed at giving out detailed information on the factors affecting project governance of Arusha Archdiocesan food security and livelihood projects in Monduli District of Tanzania There are many factors that affect project governance that include, security, community participation, Sustainability, Sponsorship and ownership, roles and leadership. But for this research emphasis was put on the Leadership styles that are being used in project governance

4.2 Response state
The researcher did research on 60 respondents using questionnaires and observation methods of collecting raw data. All the questionnaires were filled in correctly and collected back by the researcher with the help of one research assistant.

4.3 CHARACTERISTICS OF THE RESPONDENTS
This part identifies characteristics of the sample respondents used in the study. The characteristics to be discussed include age, sex, and occupation. These elements are important and they do contribute to determine the behaviour of the respondents in terms of thought and experience.

4.3.1 Age of Respondents
This study was conducted among the respondents where the beneficiaries of this project. The age of interviewee happened to fall into one of the following ranges: between 20-25, between 26-30, between 31-35, between 36-40, between 41-45, and lastly the category of older than 46 years. The figures of age are systematically tabulated in Table 1

Table 1 .Age of respondents

Age	Frequency	Percent	Cumulative Percent
between 18 and 25	3	5.0	5.0
between 26 and 30	14	23.3	28.3
between 31 and 35	12	20.0	48.3
between 36 and 40	10	16.7	65.0
between 41 and 45	12	20.0	85.0
older than 46	9	15.0	100.0
Total	**60**	**100.0**	

Source: Researcher findings, 2015

In reference to Table 1, the number of respondents all together was 60. These respondents were selected from the four villages of Lesimimgori, Alkaria, Ngarash and Lepruko where this project was implemented by AAIDRO in Monduli district.

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15 respondents were selected from each village for the study five of them being project group leaders.

4.3.2 Gender of Respondents

The study included both male and female respondents to avoid sex bias that could otherwise exaggerate the findings of the study. During the study 60 respondents were involved and men happened to score a higher percentage compared to number of females as Table 2 shows.

Table 2.Gender of respondents

Gender	Frequency	Percent	Cumulative Percent
male	34	56.7	56.7
female	26	43.3	100.0
Total	**60**	**100.0**	

Source: Researcher findings, 2015

From Table 2 it can be observed that, a total number of 60 respondents were covered that included 34 male respondents and 26 female.   Male respondents were 56.7% and female were 43.3%. The number of males happened to be higher than female respondents because of the fact that it was hard to get female respondents because by the time this survey was carried it was a cultivation season so most of the women were in gardens and locating them was hard.

4.3.3 Family head status of respondents

The study also wanted to know the family status of the respondents. It wanted to know who are household heads and those ones who are not. This was for the purpose of knowing the respondents family responsibilities. This is shown below in table 3.

Table 3. Respondents household status

Response	Frequency	Percent	Cumulative Percent
yes	40	66.7	66.7
no	20	33.3	100.0
Total	**60**	**100.0**	

Source: Researcher findings, 2015

4.4 THE PROJECT LEADERSHIP STYLES FOR PROJECT GOVERNANCE

In doing this research, it was important to find out from the respondents and the group leaders themselves on how they are leading the project group members and also from the respondents on how they are being lead by their leaders. It was from those responses that the researcher was able to determine the kind of leadership styles that are being used by the leaders in this project.

Table 4 Project meetings with our leaders

Response	Frequency	Percent	Cumulative Percent
strongly agree	22	36.7	36.7
agree	36	60.0	96.7
disagree	1	1.7	98.3
strongly disagree	1	1.7	100.0
Total	**60**	**100.0**	

Source: Researcher findings, 2015

It was noted that, that out of 60 respondents interviewed, 60.0% of the respondents agreed that they normally have project meetings with their leaders, 36.7 of the respondents strongly agreed also regarding the same whereas 1.7% disagreed and also 1.7% strongly disagreed that they normally have project meetings. With such analysis, it's clearly shown that the leaders are organizing meetings with their subjects in a democratic style of leadership whereby leaders give inform their subjects on any development and listen to them. The researcher also wanted to know from the respondent's weather they are free to ask questions and participate freely in project meetings. Participation by both men and women is a key cornerstone of good governance. Participation could be either direct or through legitimate intermediate institutions or representatives. It is important to point out that representative democracy does not necessarily mean that the concerns of the most vulnerable in society would be taken into consideration in decision making. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other hand. Through this research, the researcher was able to know the level of participation and freedom of expression which is given to the project members by their leaders. The findings are shown in table 5 below.

Table 5. We are allowed to participate have project meetings.

Responses	Frequency	Percent	Cumulative Percent
strongly agree	20	33.3	33.3
agree	39	65.0	98.3
disagree	1	1.7	100.0
Total	**60**	**100.0**	

Source: Researcher findings, 2015

In the table of findings above, 65.0% of respondents agreed that they are allowed to participate and ask questions freely within the project group meetings. 33.3% strongly agreed on the same argument whereas it was only 1.7% of the respondents who were against. This shows that there is participative leadership style in existence in this project leadership where members are allowed to participate in all activities freely. It was also discovered that, the project members have the freedom to decide as a group themselves. The can decided on issues without the interference or force from their leaders or donors. 63.3% of the respondents disagreed with the question that was put forward to them which was asking that it's their leaders who decide for them as

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a group. 28.3% strongly disagreed, with 6.7% in support that their leaders decide for them as a group whereas 1.7% was not sure on this as shown in the table below

Table 6. In meetings our leaders decide for us what to do

Response	Frequency	Percent	Cumulative Percent
strongly agree	4	6.7	6.7
disagree	38	63.3	70.0
strongly disagree	17	28.3	98.3
don't know	1	1.7	100.0
Total	**60**	**100.0**	

Source: Researcher findings, 2015

According to the table of findings above, it's noted that 63.3% of the respondents apart from 1.7% agreed that they have the freedom to decide as group of members without the interference of their leaders. This shows us that the leaders using a participative style of governance in this project. In an organization where there is freedom of expression there is a high level of output and turn up. There are several actors and as many view points in a given society. Good project governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and long-term perspective on what is needed for sustainable human development and how to achieve the goals of such development. This can only result from an understanding of the historical, cultural and social contexts of a given society or community. The project members were also asked about the availability and accessibility of their leaders for discussions and other related issues. In order for an organization to succeed, the leaders must be available and approachable by the members. Good project governance agitates for flexibility and accountability of a leader. The findings are shown in table 7 below.

Table 7. It's very easy to approach our leaders for discussions

Response	Frequency	Percent	Cumulative Percent
strongly agree	17	28.3	28.3
agree	39	65.0	93.3
disagree	2	3.3	96.7
strongly disagree	2	3.3	100.0
Total	**60**	**100.0**	

Source: Researcher findings, 2015

According to the table above, 28.3% agreed that it's easy to approach their project group leaders for discussions and other related issues, 65.0% of the respondents strongly agreed that their leaders can be easily approached and 3.3% disagreed and strongly disagreed respectively that it's not easy to approach their leaders. Project accountability is a key requirement of good project governance, which is accountable to who varies depending on whether decisions or actions taken are internal or external to an organization or institution. In general an organization or an institution is accountable to

those who will be affected by its decisions or actions. Accountability cannot be enforced without transparency and the rule of law. Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media. So we can easily say that according to the findings, the leaders use participative style of leadership in running this project.

Table 8. Our leaders normally have secret meetings without informing us

Response	Frequency	Percent	Cumulative Percent
strongly agree	5	8.3	8.3
agree	7	11.7	20.0
disagree	25	41.7	61.7
strongly disagree	23	38.3	100.0
Total	**60**	**100.0**	

Source: Researcher findings, 2015

According to the table above, 41.7% of the respondents disagreed that their leaders have secret meetings, 38.3% strongly disagrees also that their leaders normally have secret meetings without informing them. It was only 11.7% and 8.3% respectively that agreed that their leaders have secret meetings. Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to project members who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media. All the information concerning the project should be provided in easily understandable forms and media; that it should be freely available and directly accessible to all members, as well as the outcomes resulting there from; and that any decisions taken and their enforcement are in compliance with established rules and regulations. The researcher also looked Equality and Inclusiveness of all members in this project. Good project governance should treat all members of the project equally without any segregation. The organization that provides the opportunity for its stakeholders to maintain, enhance, or generally improve their well-being provides the most compelling message regarding its reason for existence and value to society. The results for this aspect are shown below in table 9 as follows.

Table 9. *We are all allowed to participate in project meetings without any segregation.*

Response	Frequency	Percent	Cumulative Percent
strongly agree	17	28.3	28.3
agree	37	61.7	90.0
disagree	4	6.7	96.7
strongly disagree	2	3.3	100.0
Total	**60**	**100.0**	

Source: *Researcher findings, 2015*

According to the table above, 61.7% of the respondents agreed that there is no segregation of any kind among the project members, 28.3% strongly agreed to the same view, 6.7% said that there is some segregation of members in the project and 3.3% following the same argument of existence of some segregation. But as the majority rules, we can say basing on the research findings; there exist no segregation amongst members of this group from their leaders which shows that there is participative style of leadership. Effectiveness and efficiency of leadership: Good project governance means that all processes and activities produce results that meet the needs of the beneficiaries while making the best use of project resources at their disposal. The concept of efficiency in the context of good project governance also covers the sustainable use of all project resources like capital, human and physical resources. This can be only achieved when the project has got good leadership style and leaders.

Table 10. *Our leadership style is very good*

Response	Frequency	Percent	Cumulative Percent
strongly agree	32	53.3	53.3
agree	22	36.7	90.0
disagree	3	5.0	95.0
strongly disagree	3	5.0	100.0
Total	**60**	**100.0**	

Source: *Researcher findings, 2015*

According to the table above, 53.3% of the respondents strongly agreed that their leadership is effective and efficient, 36.7% also was in support of the current project leadership whereas 5.0% disagreed with the effectiveness and efficiency of the leadership. This means that the leadership styles in the governance of this project are good as they are appreciated by most of the project members. To prove the efficiency and effectiveness of the project leadership, the researcher asked the respondents another question which concerned electing new leadership for the project. All most all the respondents were in support of the current leaders and their leadership styles as shown below in table 10.

Table 11. *We should elect new project leaders because these ones are rude*

Response	Frequency	Percent	Cumulative Percent
strongly agree	4	6.7	6.7
disagree	24	40.0	46.7
strongly disagree	31	51.7	98.3
don't know	1	1.7	100.0
Total	**60**	**100.0**	

Source: *Researcher findings, 2015*

According to the table above, it was only 6.7% of the respondents who were not in favor of the current leadership styles and the leaders. 40.0% of the respondents were in favor of the leadership styles as were 51.7% of the respondents strongly disagreeing with the change of leadership. This shows that the members are comfortable with the leadership that they have in place which is mainly participative in nature whereby A Participative Leader, rather than taking autocratic decisions, seeks to involve other people in the process, possibly including subordinates, peers, superiors and other stakeholders. Often, however, as it is within the managers' whim to give or deny control to his or her subordinates, most participative activity is within the immediate team.

5 CONCLUSION

This study examined the factors affecting project governance of food security and livelihood projects taking a case study of Arusha Archdiocesan Food security and livelihood Project in Monduli district. Specifically, the study aimed at discovering the leadership styles that are used by the project leaders of this project. The study had also aimed at finding out the Project Leaders perception of their roles and responsibilities in sustaining the project and lastly how Project ownership and sponsorship can affect food security and livelihood projects. Under this study all the intended objectives were achieved through the use of self administered questionnaires. This study discovered that, 99.5% of the projects respondents fancy the participative governance leadership style being used by their leaders, also 94.2% of the members were very comfortable with their leaders as they are allowed to make decisions, One of the roles of project governance is to provide a decision making framework that is logical, robust and repeatable to govern an organization's capital investments. In this way, an organization will have a structured approach to conducting both its business as usual project activities. This finding support the goal theory which stated that team members' behavior is governed by values and goals. The project leader can inspire (which is part of an innovator role) the team to achieve the team goals based on the key values that the project leader is believed in e.g. honesty, personal responsibility, dedication to success and others. It is also evidenced from this study that some leadership roles are influencing goal achievement within the project members.

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